

TENETS

Accurate & timely intelligence shared by all

Effective tactics and strategies

Rapid deployment of resources

Relentless follow-up and assessment

PoliceStat

Rolling 28 Day Shooting Victim Counts: 12 Months Overview
January 1- June 22, 2016



Reduce Violent Crime

PoliceStat

Safer Streets

Growing Economy

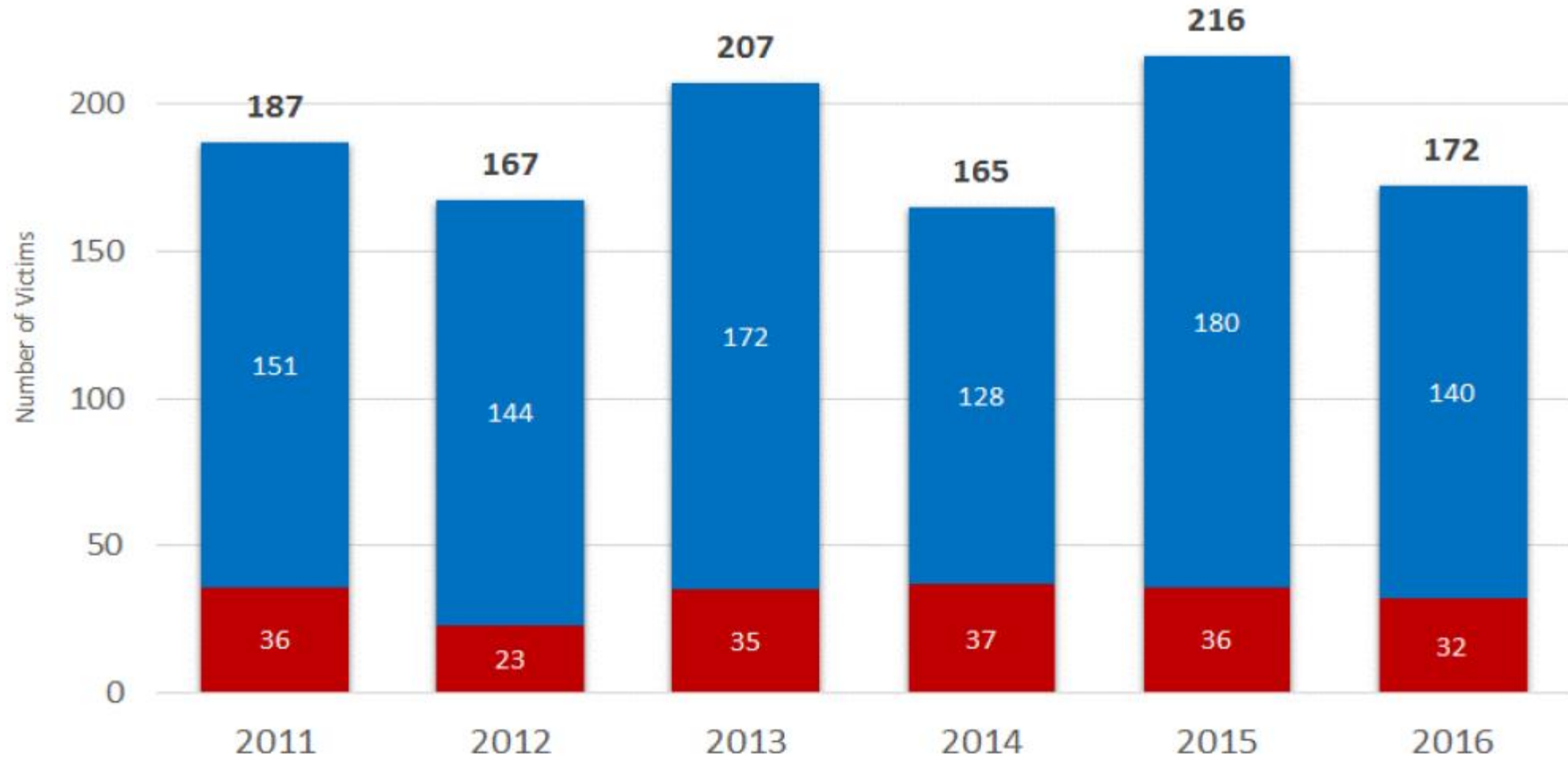
Thriving & Healthy
Neighborhoods

Innovative
Government

Fiscal Sustainability &
Strategic Investment

Homicides and Nonfatal Shootings by Year January 1 - June 22, 2016

■ Nonfatal shootings
■ Homicide



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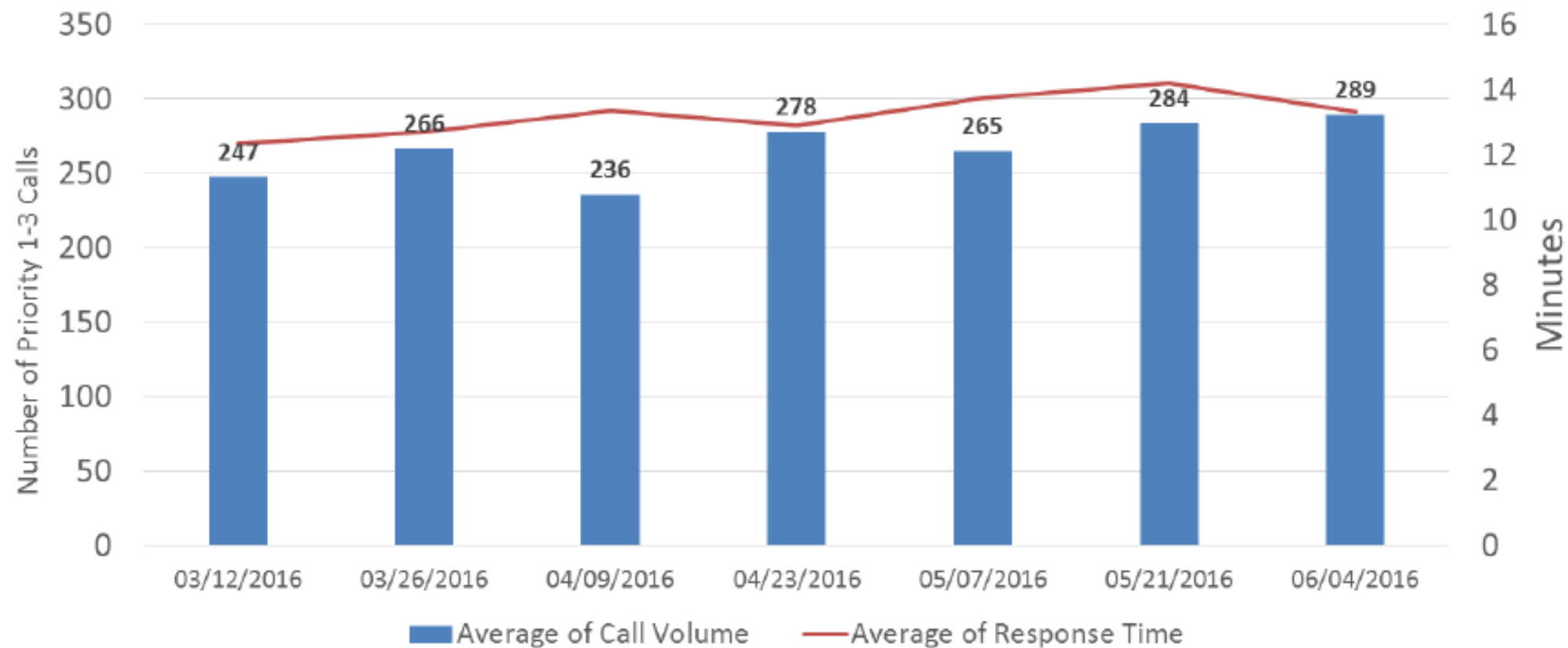
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Calls for Service and Average Response Time



Reduce Violent Crime

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Growing Economy

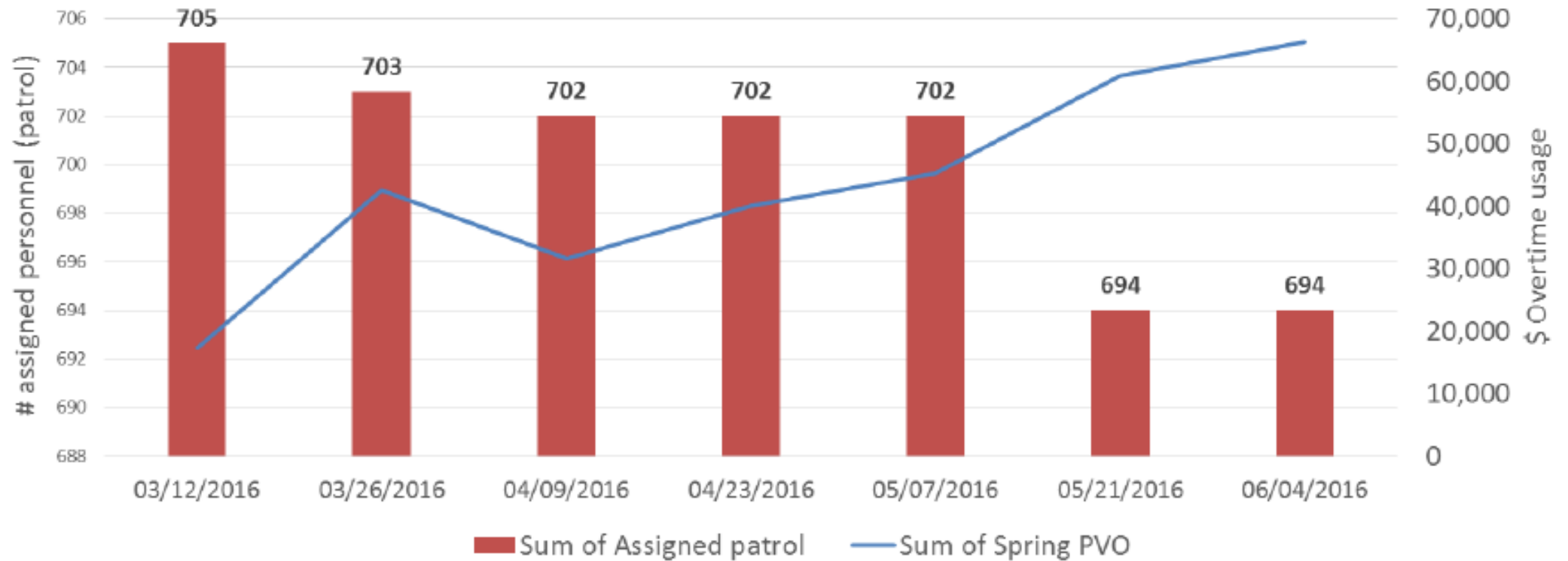
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Strategic Investment

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Assigned Personnel and Overtime



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Growing Economy

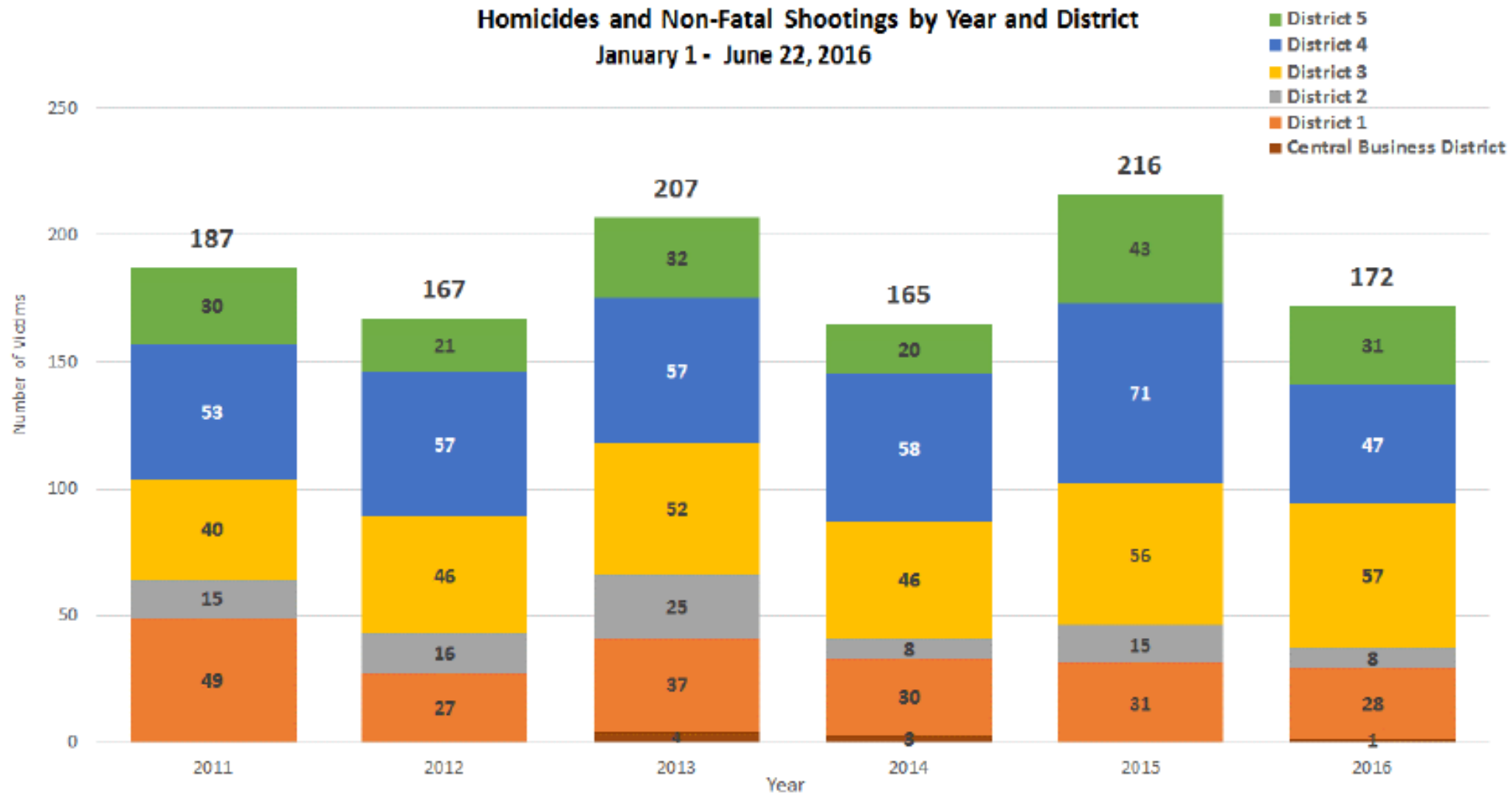
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Homicides and Non-Fatal Shootings by Year and District
January 1 - June 22, 2016



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District One Primary Issue(s): Gun Violence

Responses: Violent locations identified, augmented hotspot patrols, Victim Impact Strategy, target prolific offenders

District Two Primary Issue(s): Gang Violence, Robberies, Heroin Overdoses

Responses: Focus on problem locations and offenders, partner with HamCo Heroin Task Force

District Three Primary Issue(s): Shootings, Aggravated Assaults, Shootings

Responses: investigation of factors leading to robberies, hotspot patrols, PIVOT deployment, NEP commencing

District Four Primary Issue(s): Shootings (Led City in 2015)

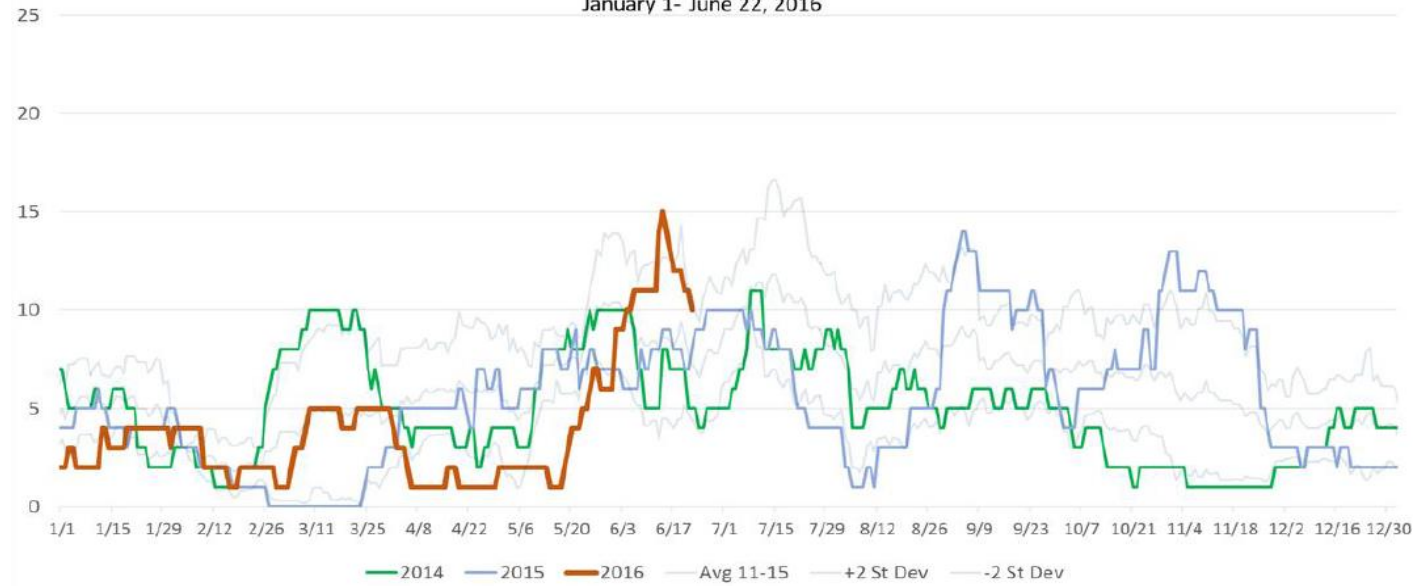
Responses: top violent locations identified, repeat shooting locations identified, PIVOT deployment

District Five Primary Issue(s): Aggravated Assaults / Shooting Violence

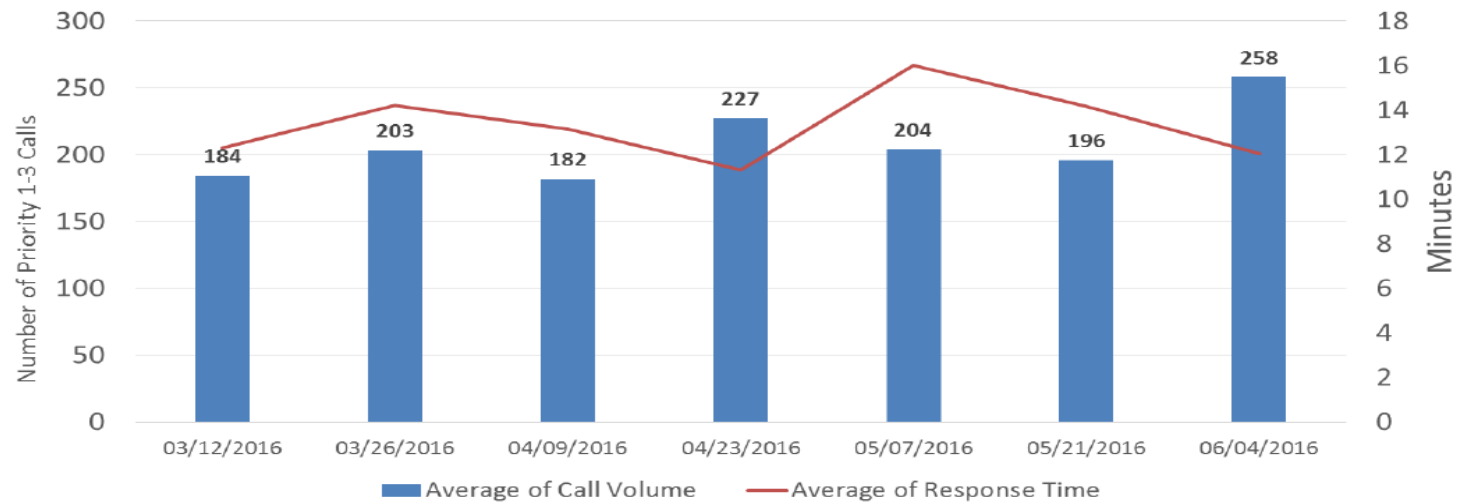
Responses: Location, victim and offender based Responses, PIVOT locations identified



District 1 Rolling 28 Day Shooting Victim Counts: 12 Months Overview
January 1- June 22, 2016



Calls for Service and Average Response Time



District 1

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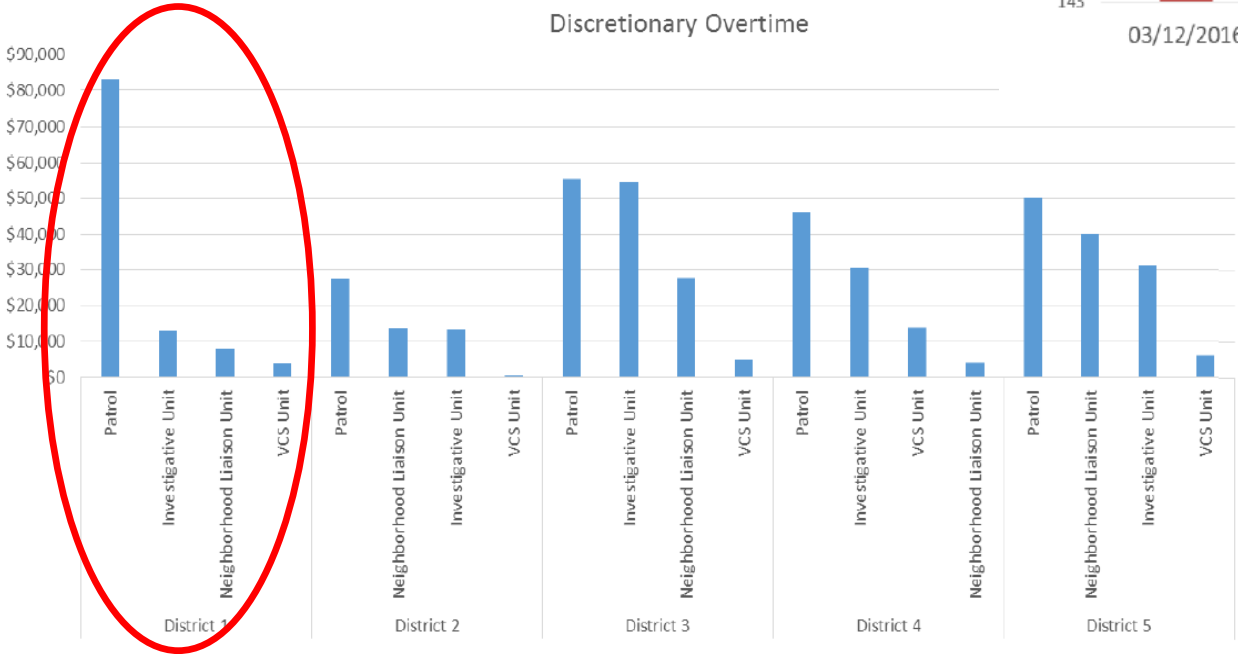
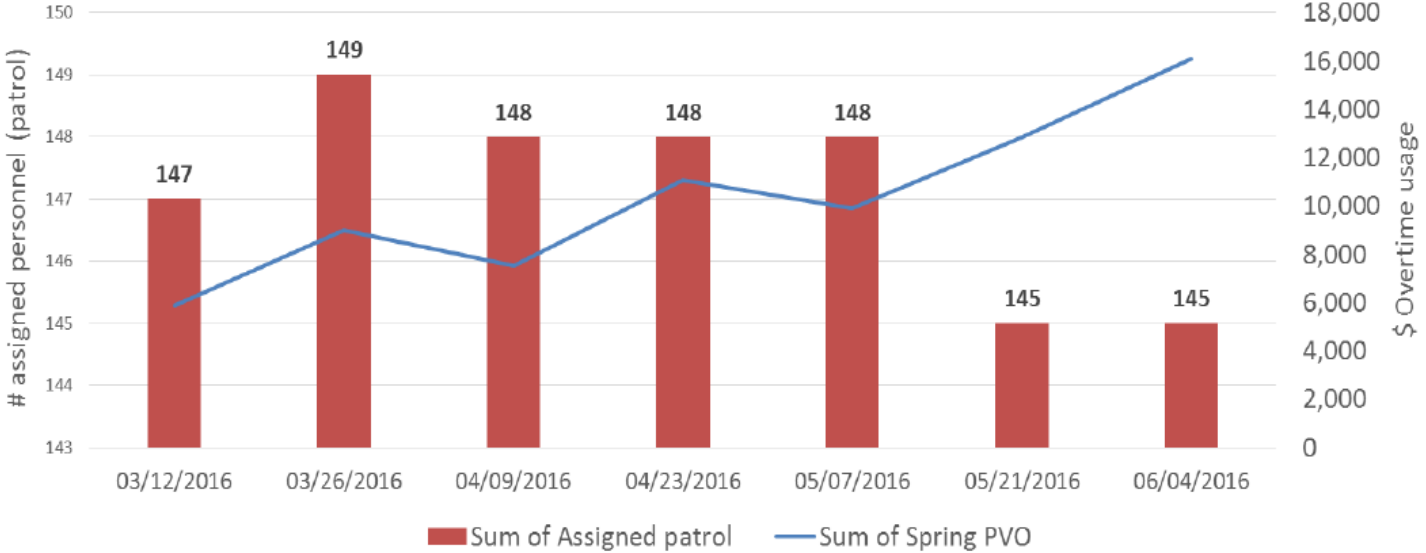
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Assigned Personnel and Overtime



District 1

Safer Streets

Growing Economy

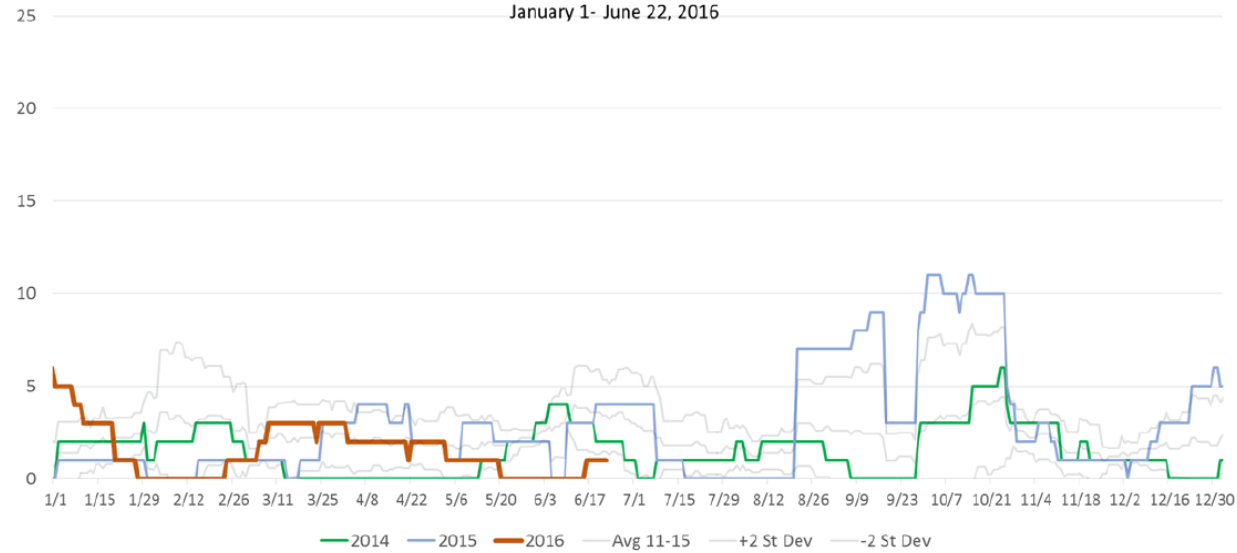
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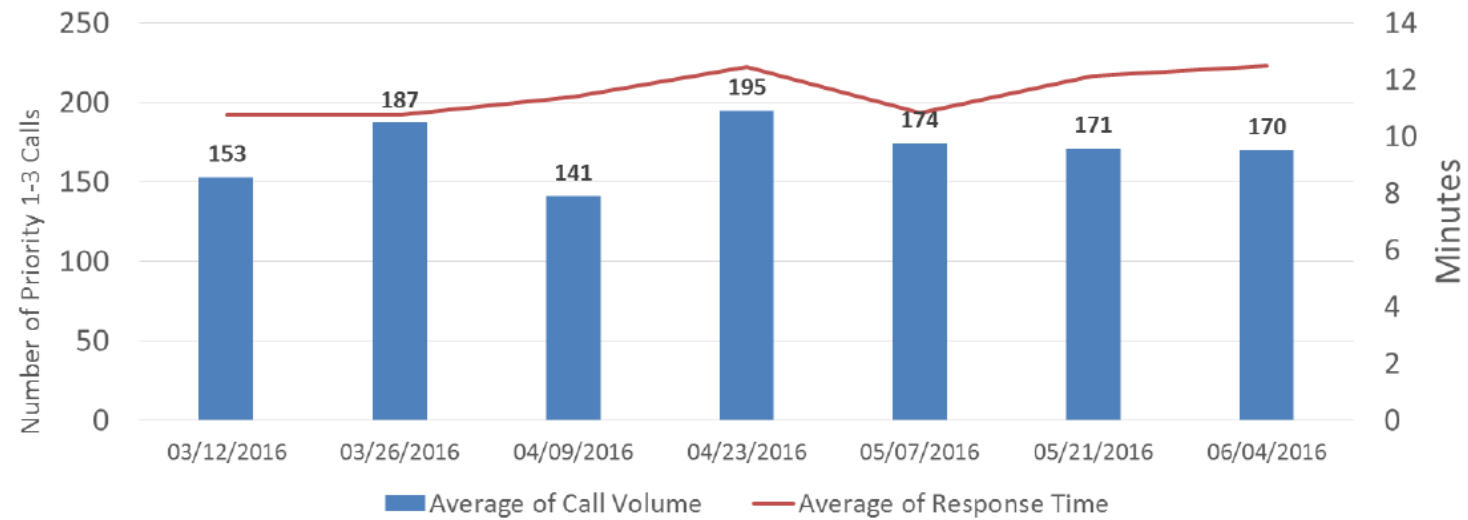
Fiscal Sustainability & Strategic Investment

PoliceStat

District 2 Rolling 28 Day Shooting Victim Counts: 12 Months Overview
January 1- June 22, 2016



Calls for Service and Average Response Time



District 2

Safer Streets

Growing Economy

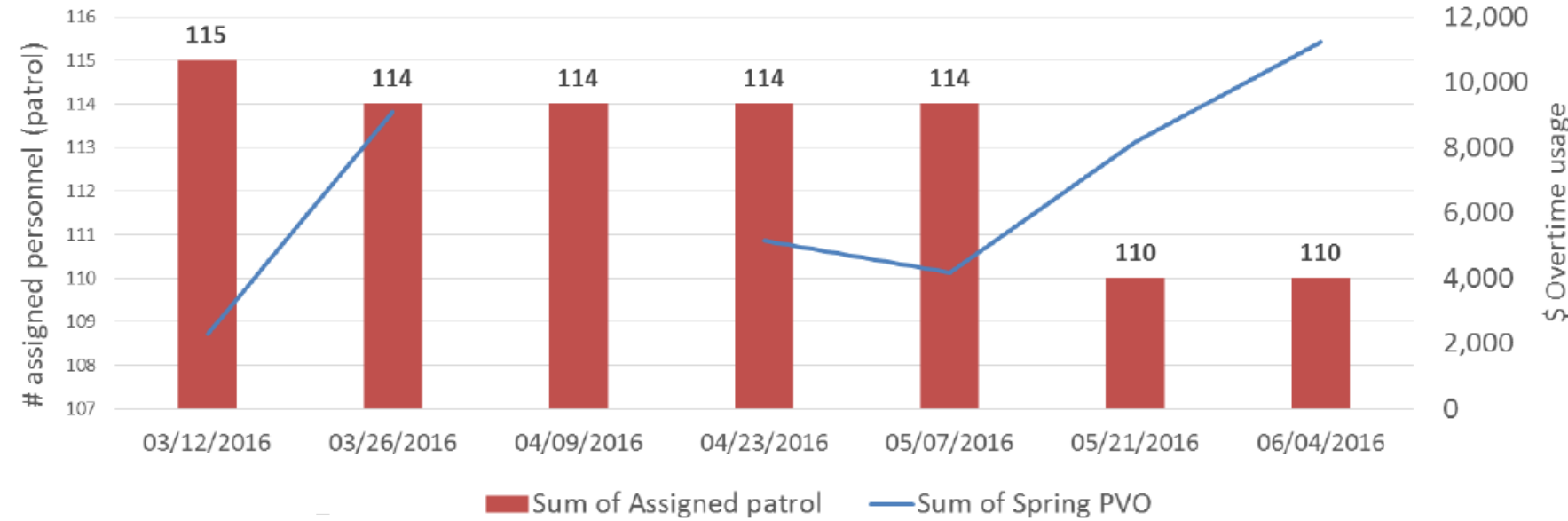
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Fiscal Sustainability &
Strategic Investment

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Assigned Personnel and Overtime



Discretionary Overtime



District 2

PoliceStat

Safer Streets

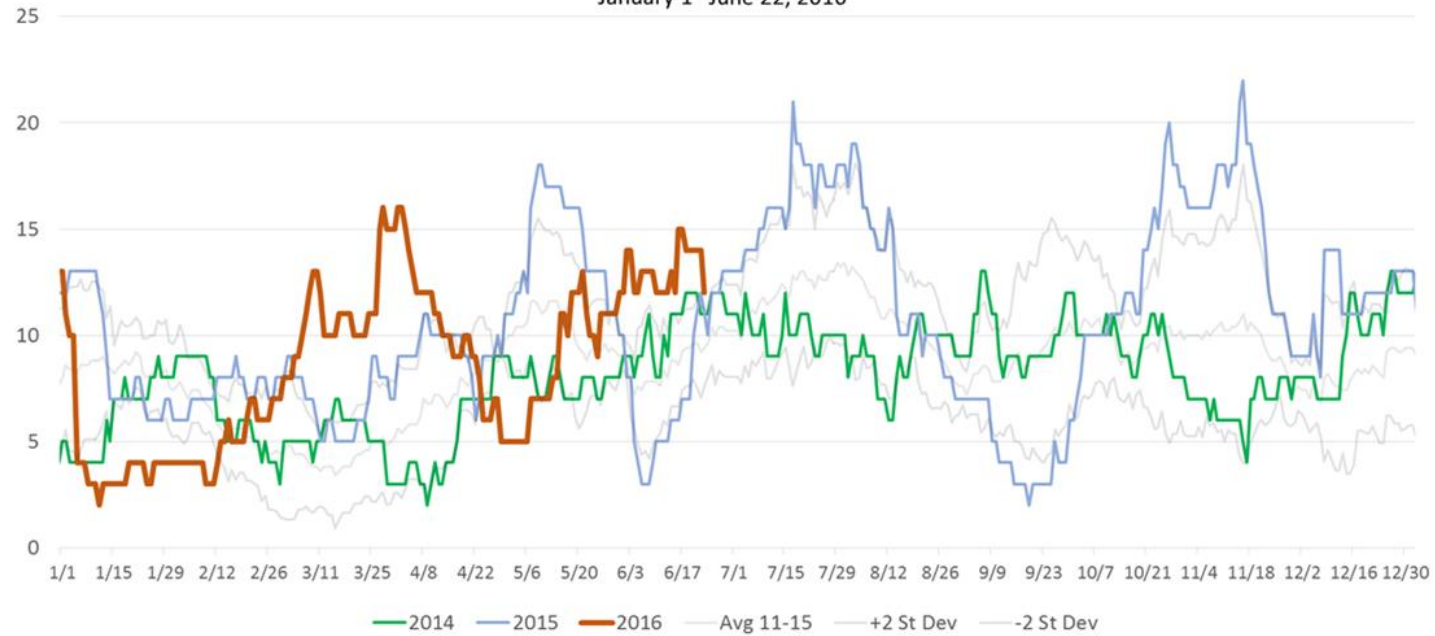
Growing Economy

Thriving & Healthy
Neighborhoods

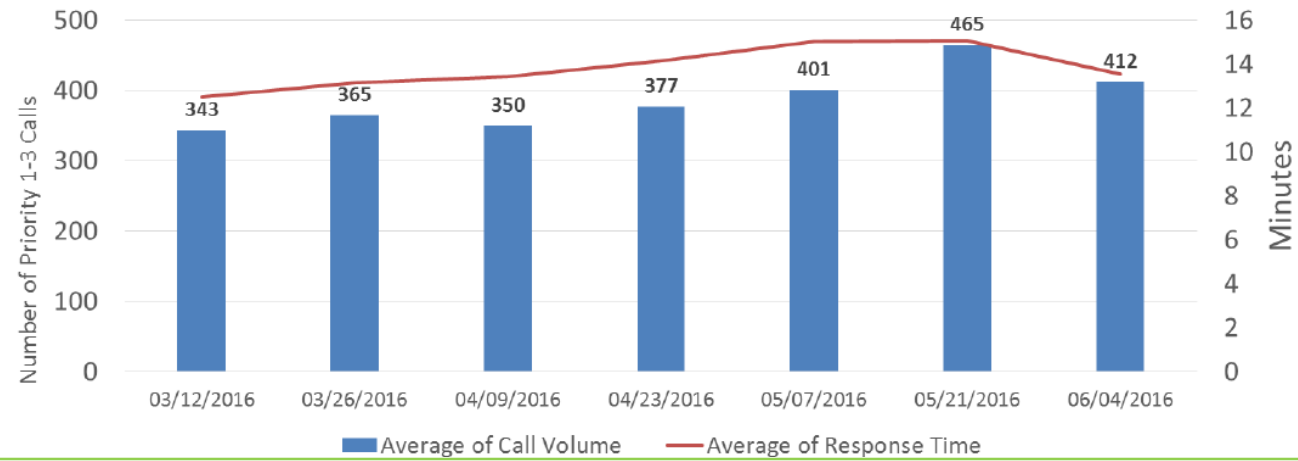
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Fiscal Sustainability &
Strategic Investment

District 3 Rolling 28 Day Shooting Victim Counts: 12 Months Overview
January 1- June 22, 2016



Calls for Service and Average Response Time



District 3

Safer Streets

Growing Economy

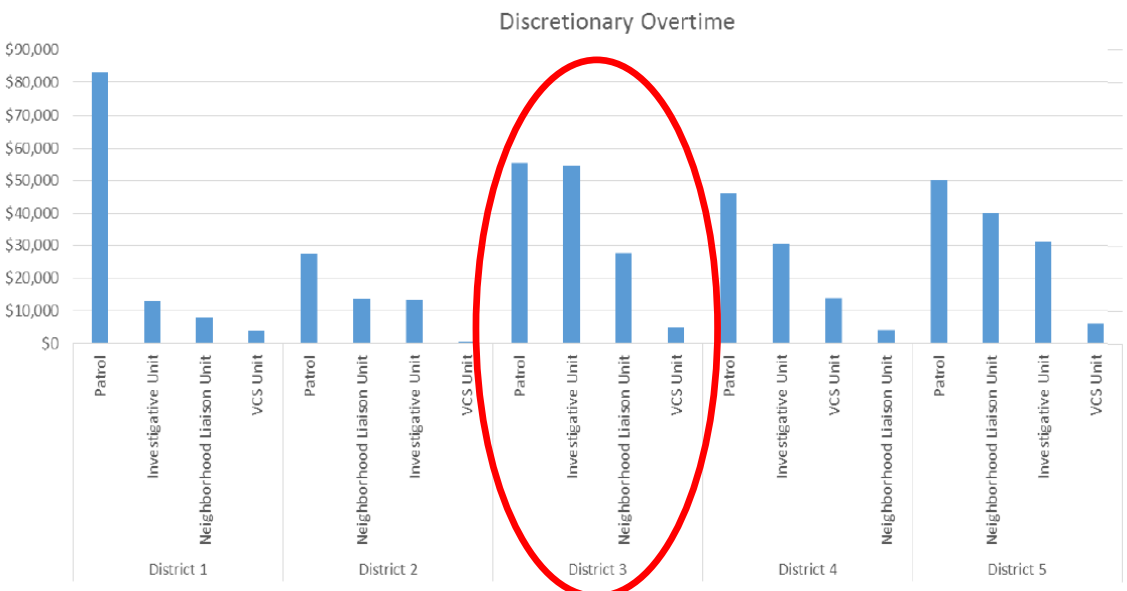
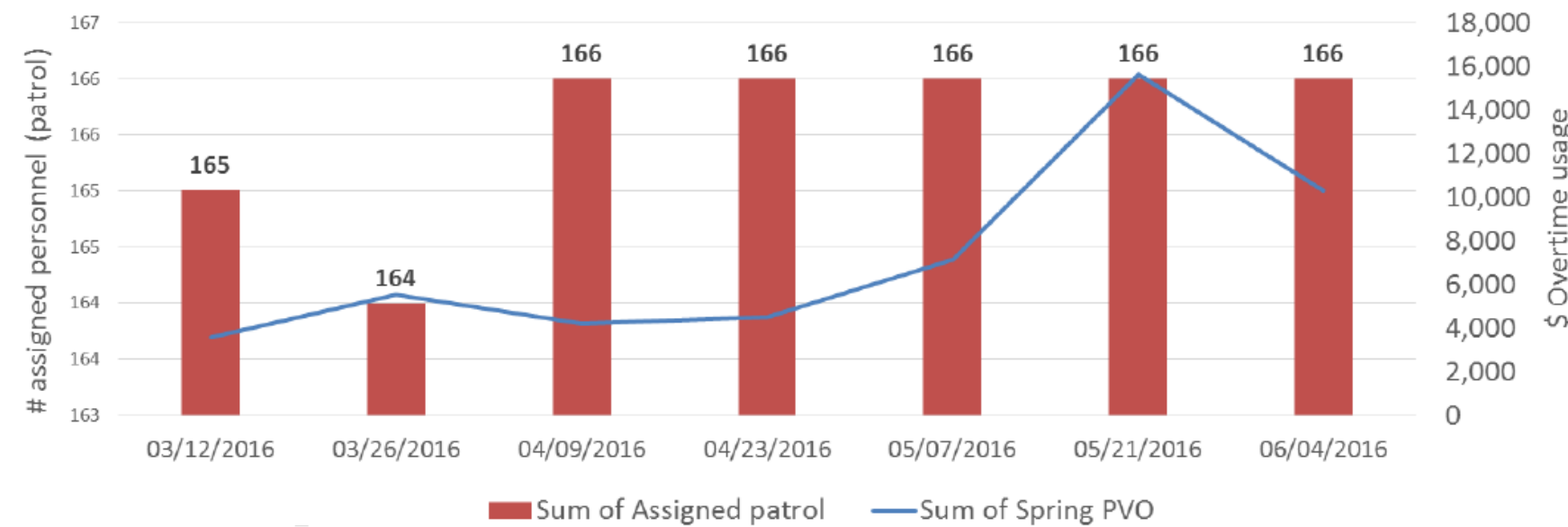
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Fiscal Sustainability &
Strategic Investment

PoliceStat

Assigned Personnel and Overtime



District 3

PoliceStat

Safer Streets

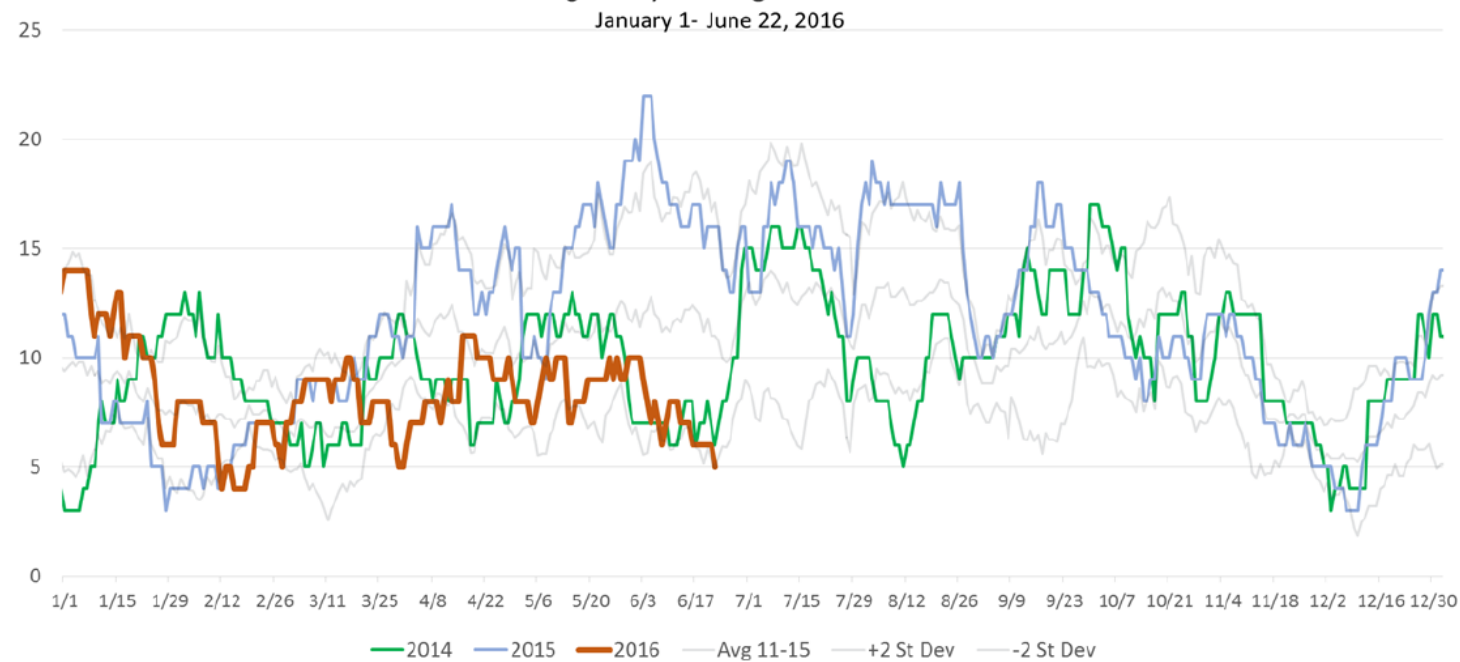
Growing Economy

Thriving & Healthy Neighborhoods

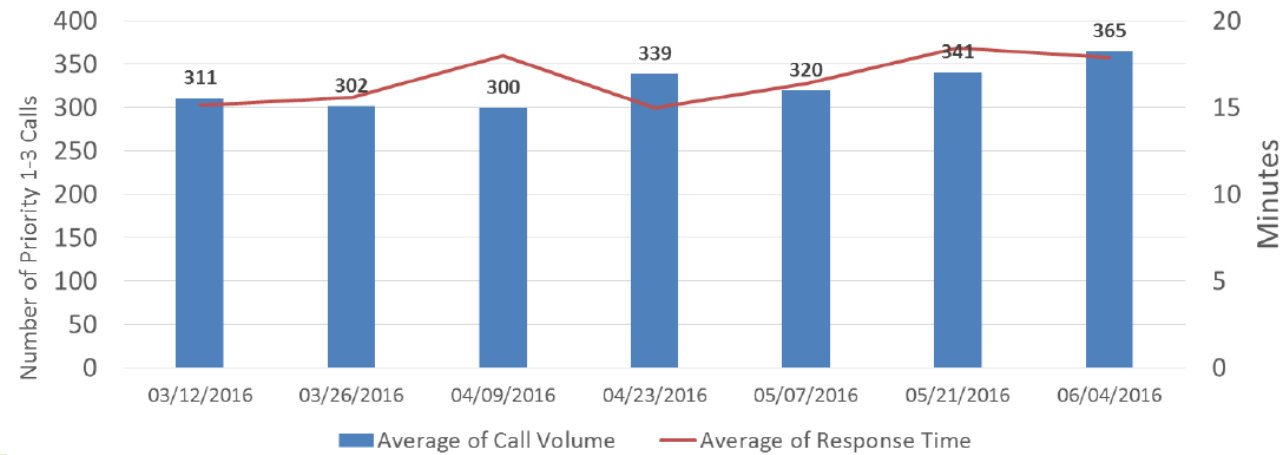
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Fiscal Sustainability & Strategic Investment

District 4 Rolling 28 Day Shooting Victim Counts: 12 Months Overview



Calls for Service and Average Response Time



District 4

Safer Streets

Growing Economy

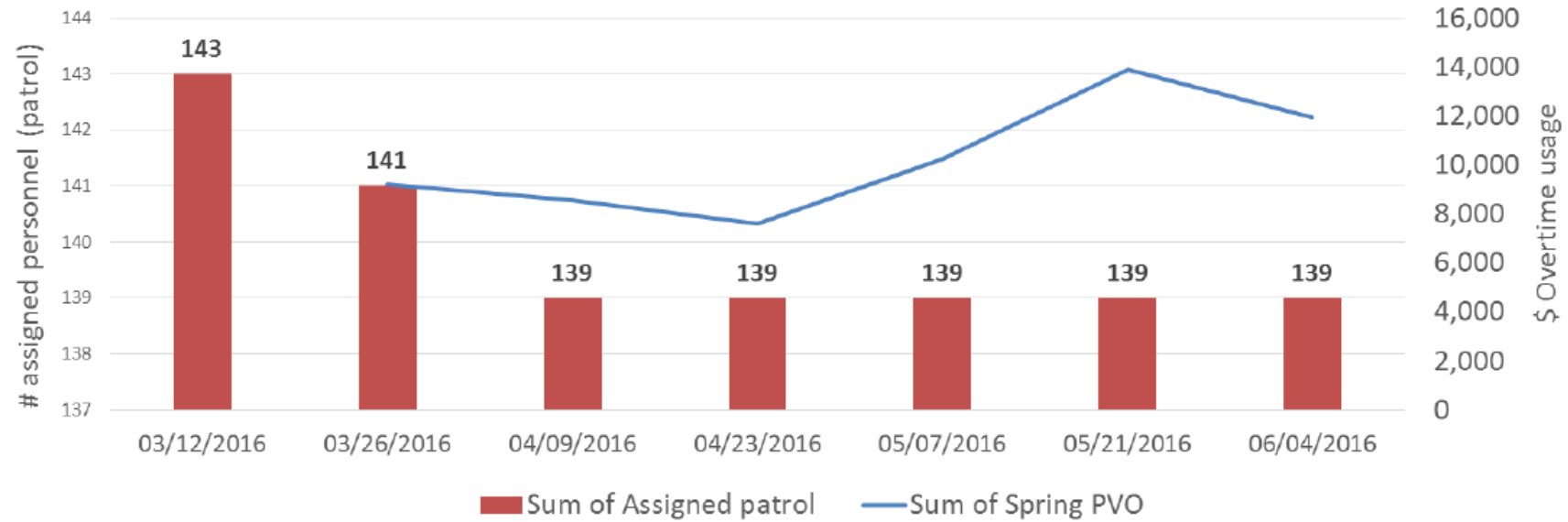
Thriving & Healthy
Neighborhoods

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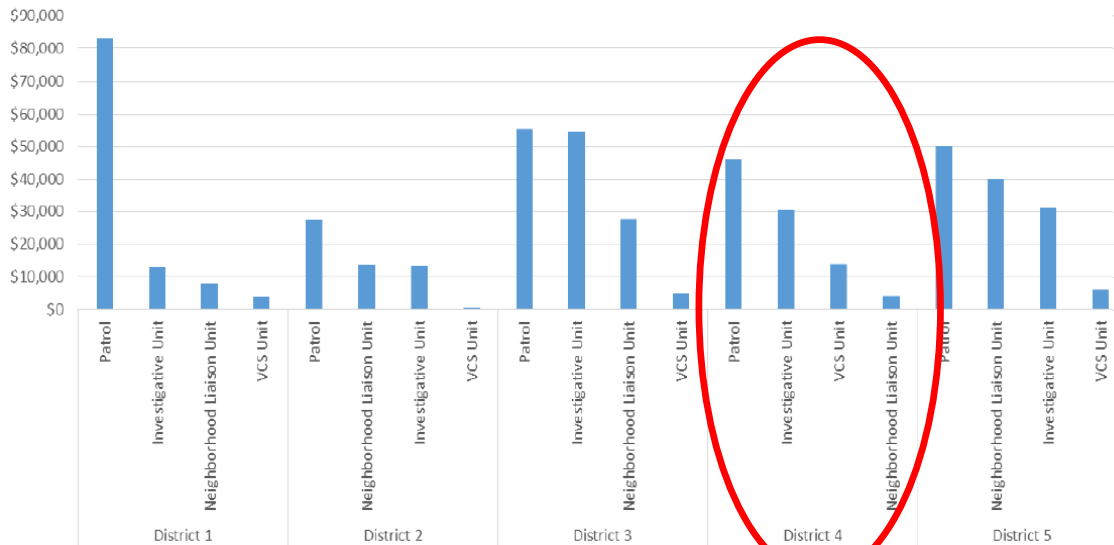
Fiscal Sustainability &
Strategic Investment

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Assigned Personnel and Overtime



Discretionary Overtime



District 4

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Safer Streets

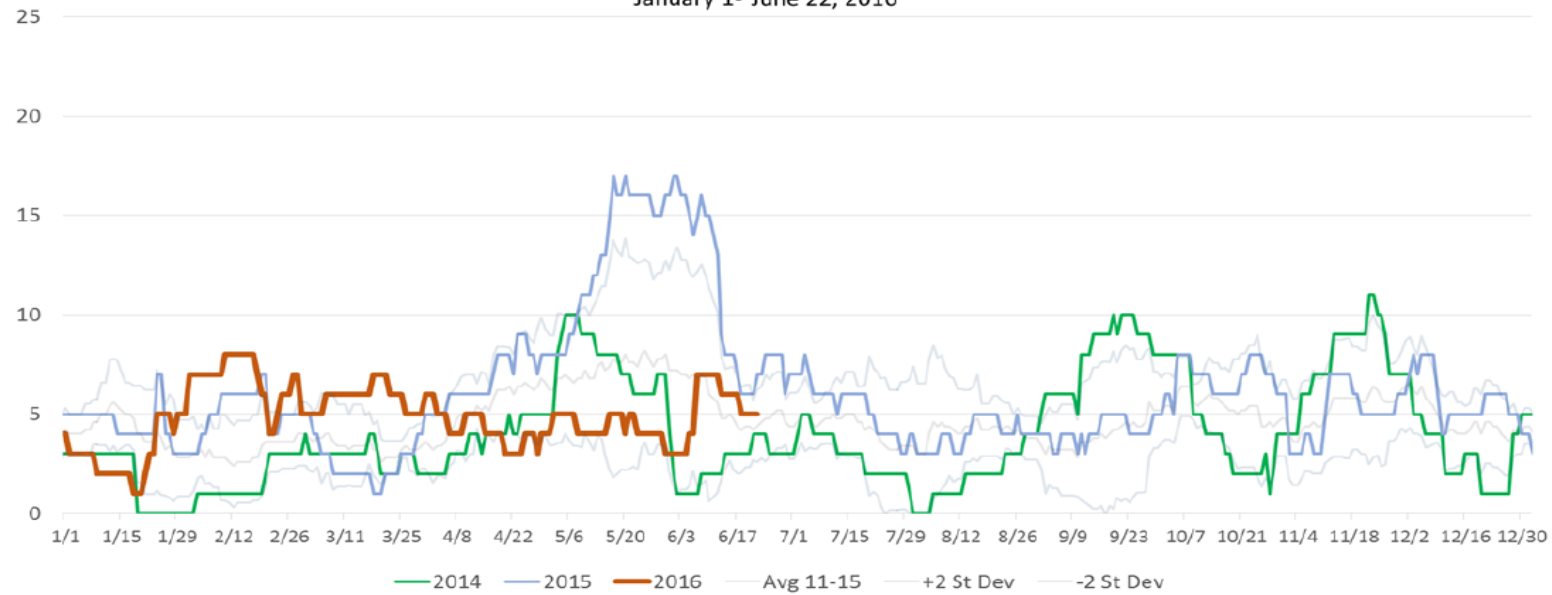
Growing Economy

Thriving & Healthy
Neighborhoods

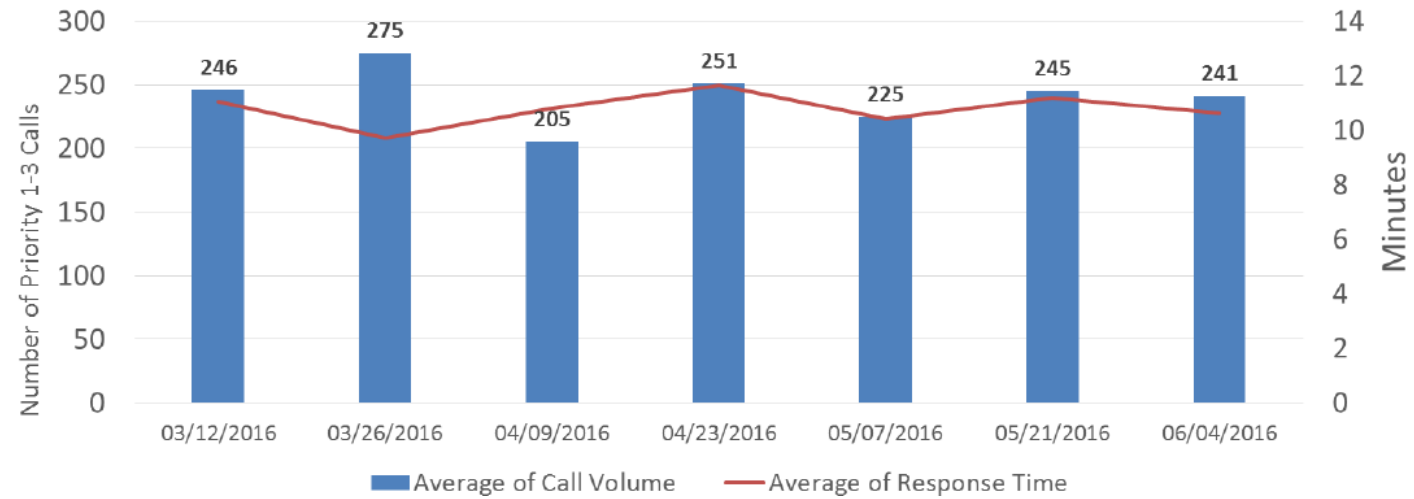
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Fiscal Sustainability &
Strategic Investment

District 5 Rolling 28 Day Shooting Victim Counts: 12 Months Overview January 1- June 22, 2016



Calls for Service and Average Response Time



District 5

Safer Streets

Growing Economy

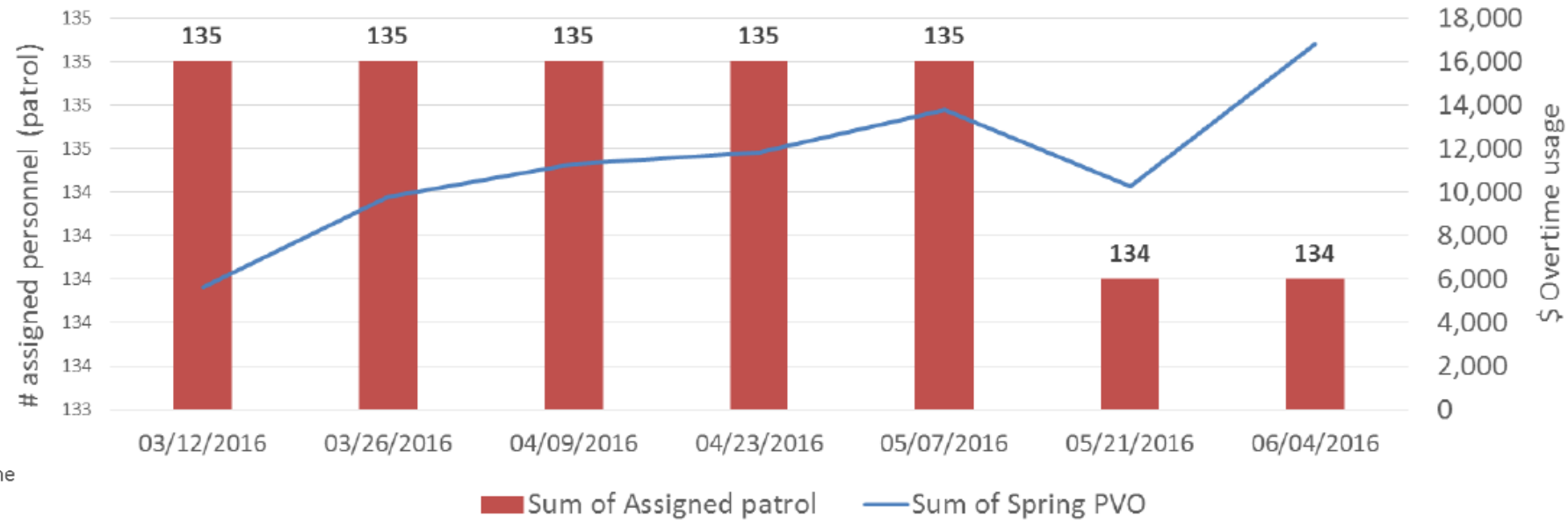
Thriving & Healthy
Neighborhoods

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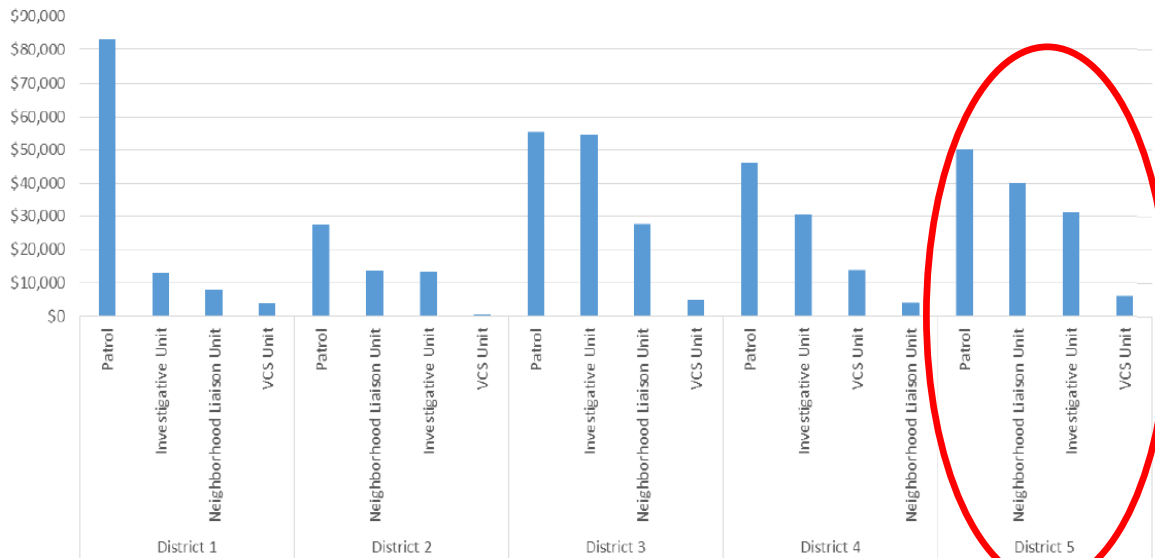
Fiscal Sustainability &
Strategic Investment

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Assigned Personnel and Overtime



Discretionary Overtime



District 5

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Safer Streets

Growing Economy

Thriving & Healthy
Neighborhoods

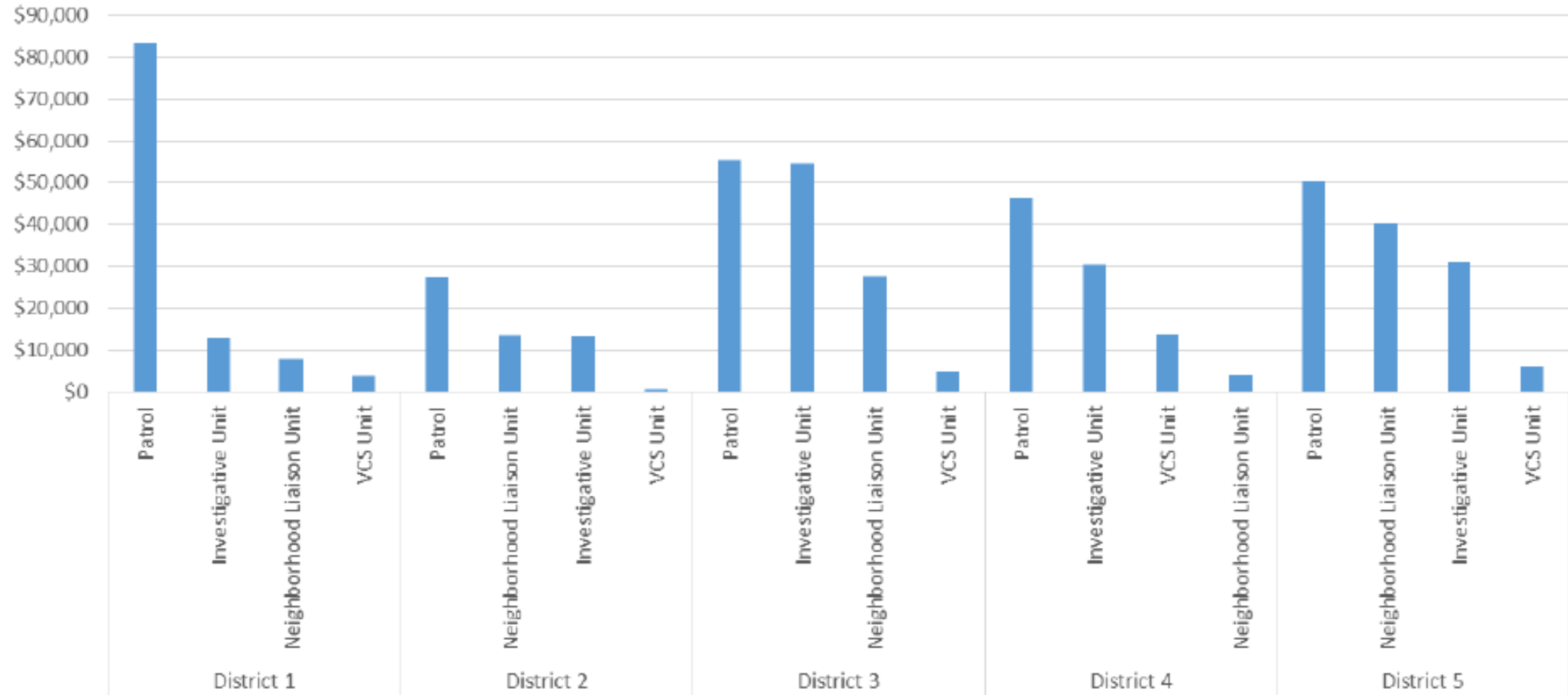
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Fiscal Sustainability &
Strategic Investment

Tasks	Status	Timeline					
		Apr	May	Jun	Jul	Aug	Sep
Examine and integrate crime and place datasets	Complete						
Analyze persistent crime and nuisance trends to identify potential places for intervention	Complete						
Identify key city personnel, community partners, service providers, and legal aid and community development representatives to serve on board and lead stabilization/sustainability teams.	Modified						
Identify industry/organization agents (e.g. Rental Association) to meet with board and advocate for owner interests and offer best practice crime reduction strategies	Modified						
Create CPD place based investigation team(s)	In Progress			X			
-----Interview, Select, and Assign PIVOT Supervisor	—Complete						
-----Interview, Select, and Assign PIVOT Squad Investigators (2 investigators currently assigned to PIVOT)	—In Progress			X			
-----Obtain equipment necessary for PIVOT operation (i.e. office equipment, tablets, cameras, vehicles)	—In Progress			X			
Partner with offender-based efforts and City Solicitor to coordinate intelligence gathering	In Progress	* Ongoing with no timeline restrictions					
Identify interventions to disrupt criminal opportunities	In Progress		X	X	X	X	
-----Criminal/civil place-network investigations	—In Progress		X	X	X	X	
-----Cooperative Problem Solving projects/CPTED	—In Progress		X	X	X	X	
-----Work with City Departments to determine viability of place-changes	—In Progress		X	X	X	X	
Meet with property landlords/owners and offer support services	In Progress			X	X	X	
-----Send letters to most frequent addresses by volume (notice)	—Complete						
-----Economic Development to offer/discuss City business retention	—In Progress			X			
-----Extend offer of Landlord/Tenant, Commercial Business Training	—In Progress				X		
Pursue voluntary compliance with owners	In Progress		X	X	X	X	
Pursue Criminal/Civil remedies where appropriate	Pending						
Train and educate owners and community members of identified locations	Pending						
-----Landlord Tenant Training held	-Pending						
-----Business Training held	-Pending						
Work with communities to implement strategies to sustain reductions and violence at identified locations	In Progress		X	X	X	X	
-----Identify interested community members	—Complete						
-----Establish meeting(s) to discuss cross-supporting efforts	—Complete						
-----Ensure any/all community-police support is provided	—In Progress		X	X	X	X	
Produce place based investigation guide to replicate approach in other violence prone places	Pending						



Discretionary Overtime



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Inspections Unit conducted a Semi-Annual Audit of Overtime usage for the period of July 1, 2015, through December 31, 2015. This audit included the following units: All District's, District Investigative Units, Neighborhood Liaison Units, and VCS Units. These overtime amounts include the following categories: **events, investigations, late radio runs, meetings, personnel shortages, recalls, and reports.**

Inspections Unit recommends this form be routed through the respective bureaus to the affected districts, sections, or units for review, further analysis, and to solicit recommendations to reduce or minimize overtime usage.

1. **Shift Schedules:** Things to consider are how long the schedule has been in place? Do the employees like the schedule? Is the schedule meeting operational demands?
2. **Match Staff Level with Work Demand:** The second area of consideration is matching staffing levels with work demand: Does the work demand fluctuate over the course of a day or week? If so, then looking at staffing adjustments per shift may offer operational improvements.
3. **Monitor Absenteeism:** Closely monitor absenteeism, high absenteeism levels can increase overtime levels as employees are required to cover extra shifts and can increase stress and fatigue. 25% of absences are due to stress and feelings of entitlement.
4. **Cross-Training:** When only a small percentage of a workforce is capable of completing a specific task, overtime distribution can be greatly skewed. Cross-training officers allows for overtime reduction and the work to be more evenly distributed.
5. **Personnel Shortages:** A lot of overtime occurs when districts and shifts are understaffed for various reasons such as transfers, promotions, etc.

The Inspections Unit believes the following categories: **events, investigations, late radio runs, meetings, personnel shortages, recalls, and reports,** represents the majority of incremental overtime usage and understands that all amounts may not have been captured for various reasons, such as coding issues on 68P's and interpretations from one time keeper to the next based on the reason indicated on the individual 68P.



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Project/Event Title
Event Facilitator
Department/Agency
Charter Last Updated Date:

Innovation Lab Project Charter

Cincinnati Police Department Payroll Migration
LTC. Bailey and LTC. Theetge
Cincinnati Police Department
06/21/2016

Definition of Problem			
The Police Department payroll system is in need of updating to increase accuracy and overall efficiency. The current system requires unit timekeepers to make entries into a Department Timekeeping database. The database is designed to assume, absent modification, an employee will work 80 hours for each pay period. The timekeepers then modify the 80 hours for each employee by either deducting leave time or crediting overtime worked. Once the Department database is populated for each employee, the Department Finance Management Section must re-enter this information into the City CHRIS system. CPD believes this is a duplication of effort which not only decreases efficiency but also contributes to inconsistency and errors.			
Project Goal			
Enhance the City CHRIS system to afford CPD timekeepers direct entry into this payroll system.			
Project Scope			
First step in the process:			
Last step in the process:			
Deliverables must address:			
A data plan which will identify the necessary calculation capacity of the proposed system. Essentially the working group will have to map what is currently manual calculation payroll processes. Once the various overtime and leave time scenarios are captured, the group must evaluate whether any proposed system is capable of making these calculations with reliable accuracy. If the answer to this question is affirmative, the team will identify a vendor to assist with implementation.			
Project Boundaries			
Performance Metrics for Impact: What measures will tell you if you goal is achieved?		Performance Metrics	
	FY15	Goal	Final
Identify current CPD Payroll system as a process needing to be addressed in the ILAB environment			
Commission CPD working group to begin identifying procedural and proposed system needs			
Identify other City Departments who need to be involved			
Develop a project scope of services and data plan for the proposed system			
Identify the need for outside consultants or any related purchasing items			
Select project contractor			
Establish test system and environment			
Pilot test system and evaluate performance and feedback - make necessary adjustments			
Implement production version of the system for Department payroll accounting needs			
Note: These should be the same as the items in the Impact Metrics section in the Impact and Process Metrics tab.			
Project Champions Sign-Off:			
Name	Job Title	Department	I am committed to supporting this project and implementing the team's improvement plan.
LTC. Dave Bailey	Chief	Police	
Theetge	Chief	Police	
		City ETS	
		City Human Resources	
City Administration Sign-Off			
Chief Performance Officer Signature:			
City Manager Signature			



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City Priority	Department Objective	Milestones for success
Safer Streets	Reduce Violent Crime.	<ul style="list-style-type: none"> - Reorganize the structure of the Police Department (Bureaus, Sections and Units) - Enhance communication and coordination among all CWV law enforcement team partners - Continue coordination and implementation in collaboration with CWV services and outreach functions. - Formation of PIVOT City working team - Work with City Team and Community Partnering Center to establish community sustainability component.
	Improve Effectiveness of the Emergency Communications Section.	<ul style="list-style-type: none"> - Hire and retain adequate personnel - Enhance training and record keeping - Adjust shifts and staffing to facilitate high volume periods - Implement new CAD system
	Timely Coordination and Information Sharing with Citizen Complaint Authority (CCA) on CCA Case Investigations and Patterns Report Remediation.	<ul style="list-style-type: none"> - Coordinate with CCA on providing necessary information related to allegations investigated by CCA - CPD report results of CCRP complaints to CCA - Create a team of CPD (IIIJ), CCA and community representatives to review and discuss the CCA Patterns Report - Determine additional categories/criteria for pattern of complaint circumstances - Develop a problem-solving project to address pattern officers, citizens and circumstances
	Body Camera Implementation.	<ul style="list-style-type: none"> - Complete a testing/pilot program to determine BWC vendor and processes - Purchase BWC systems and necessary/related equipment and components - Hire and train Records personnel for redactions and records requests - Train sworn patrol officers on the BWC system and metadata process - Implement BWC systems for remaining Department officers - Finalize protocols re: usage, redactions, etc. - Direct access for prosecutors to view BWC footage
Thriving & Healthy Neighborhoods	Community Engagement & Development.	<ul style="list-style-type: none"> - Formation of the City team - Development of community planning and working groups - Department personnel deviated to the community sustainability function - Implementation of a community rebuilding planning protocol - Community Partnering Center inclusion
Fiscal Sustainability & Strategic Investment	Upgrade Information Technology Systems.	<ul style="list-style-type: none"> - Continue enhancements to the Department's Records Management Systems - Planning, development and implementation of a Real Time Crime Center - Pursue and enhance utilization of new intelligence technologies such as NIBN, Shot Spotter, facial recognition - Continue growth and implementation of cameras, including body cameras - Replace in car technologies such as the outdated mobile data computers to improve reporting
Growing Economy	Participation in Economic Inclusion Efforts.	<ul style="list-style-type: none"> - Ensuring there is an inclusion liaison appointed to work closely with the Economic Inclusion - Consistent and on-time data entry of contracts into the B2GNow inclusion tracking system
Innovative Government	Focus on Performance Management to Improve Service Delivery.	<ul style="list-style-type: none"> - Participation in annual Performance Agreement process - Self-assessment and evaluation based on Performance Agreement - Participate in CincyStat sessions as requested - Ensure representation in Innovation Lab events as needed and follow-up on recommendations relevant to the department - Implementation and use of Customer Satisfaction Surveys
Innovative Government	Participation in Enterprise IT Governance.	<ul style="list-style-type: none"> - Provide an updated inventory of all IT systems - Department IT representation at IT Governance meetings as requested - Proactive communication and discussion with IT Governance regarding upcoming and planned IT purchases



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